



REPLY TO  
ATTENTION OF  
SFIM-HR-C

**DEPARTMENT OF THE ARMY**  
**INSTALLATION MANAGEMENT AGENCY**  
2511 JEFFERSON DAVIS HIGHWAY  
ARLINGTON, VA 22202-3926

JUL 30 2004

MEMORANDUM FOR ALL US Army Installation Management Agency Personnel

SUBJECT: US Army Installation Management Agency Policy Memorandum # 20,  
Procedures for Requesting Advanced In-Hire Rates for New Employees

1. REFERENCES.

- a. 5 U.S.C. 5333, Minimum Rate for New Appointments.
- b. 5 CFR 531.203(b), Superior Qualifications Appointments.
- c. 5 CFR 532.249 Minimum Rates for Hard-To-Fill Positions.
- d. 5 CFR 532.403 New Appointments.
- e. DoD 1400-25-M, Civilian Personnel Manual, Chapter 500, Subchapter 531, Pay Under the General Schedule.

2. PURPOSE. To supplement the Code of Federal Regulations, and to provide IMA delegation, policy, and processing procedures for requesting advanced in-hire rates for new employees.

3. APPLICABILITY. These procedures are applicable to all US appropriated fund civilian employees assigned to the IMA.

4. POLICY. It is the policy of the IMA to utilize where appropriate, authorized incentives to attract individuals with critical skills. These incentives include the use of Superior Qualifications Appointments (commonly referred to as advanced in-hire rates). This incentive is used in recognition of the selectee's superior qualifications for the position and is not to be used routinely. In exercising this authority, IMA leadership will give due weight to budgetary considerations, as well as the IMA mission requirements. The Administrative Assistant to the Secretary of the Army (AASA) retains the authority to approve advanced in-hire rates for HQIMA. Outside HQIMA, the AASA has delegated this authority to the Director, IMA with the authority to further delegate. The Director, IMA delegates approval authority for advance in-hire rates for new employees to the Region Directors. Each Region Director may approve advance in-hire rates for new employees in their region office and garrison within their Region.

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## 5. PROCEDURES.

a. Superior Qualifications Appointments. The superior qualifications authority is intended to improve the Federal Government's ability to compete with non-Federal employers for top-quality candidates. It is not intended solely to match selected candidates' existing pay. Individuals hired at advanced rates, under this authority, must either have unusually high qualifications for the position and be forfeiting income that would justify a salary above the first step (but not above the tenth step) for the grade; or meet a special need of the IMA. A special need may apply to all Regions of IMA, to a Garrison, or to a particular function. Special needs requests shall ordinarily apply to positions involving direct program management or operation, rather than administrative support. All superior qualifications appointments must be approved before the candidate enters on duty and becomes a Federal employee.

b. Covered Positions. The IMA may use the superior qualifications appointment authority to set the rate of basic pay for an employee newly-appointed or reappointed to any covered position, including permanent and temporary positions in the competitive or excepted service. New appointment means the first appointment as an employee of the Federal Government and reappointment generally refers to a break in Federal service of at least 90 days. (See 5 CFR 531.203(b)(2) for exceptions to the 90-day break in service requirement.)

c. Evaluation and Reports. The HQIMA HR will conduct periodic reviews and evaluations of the use of advanced in-hire rates to ensure that usage conforms to the criteria established by this policy. Region Directors will be responsible for submitting annual reports based on fiscal year statistical data. Reports will be organized by each Garrison and submitted to the proponent for this policy. Reports for the previous fiscal year are due NLT 15 November of each year.

(1) Each report will include the number of employees to whom an advanced in-hire rate was offered during the fiscal year; the number of employees who accepted the offer of an advanced in-hire rate; as well as their job title, occupational series, grade and step; and the total cost of the awards for the fiscal year. The report will address the overall effect of the payment of an advanced in-hire rate on the ability to fill positions with high quality candidates.

(2) Other reports and data may be required, as requested by DA for evaluation purposes and to provide information to DOD, OPM, or other interested parties.

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d. Documentation and Recordkeeping. Copies of all requests and supporting documentation, to include the referral list and all resumes of available candidates, will be submitted to and maintained by the respective HQ/Region for report and audit purposes.

e. Criteria for Making Appointment. Requests must clearly establish the superior qualifications of the individual or the IMA's special need that justifies use of the authority. In addition requests have to:

(1) Identify the name of the individual selected for the position, rate of pay being requested, position description number, the vacancy announcement number, area of consideration used for recruitment and length of time the announcement was open.

(2) Describe the selected candidate's superior qualifications that are greater than what would be expected from a well-qualified candidate for the job being filled. The superior qualifications determination will be based on the clear superiority of the candidate's qualifications and must be compared with the qualifications of each of the other available candidates from the referral list.

(3) Describe the actual recruitment efforts undertaken to fill the position in question, and the results of those efforts, including the quantity and quality of candidates on the referral list.

(4) Address the factors considered in determining the individual's existing pay (the request must include information on present earnings or current, firm offers, if any) and the reasons for setting pay at a rate higher than that needed to match existing pay; and

(5) Provide the reasons for authorizing an advanced in-hire rate instead of, or in addition to, a recruitment bonus. In negotiating with the potential employee, IMA leadership will utilize the least costly alternative acceptable.

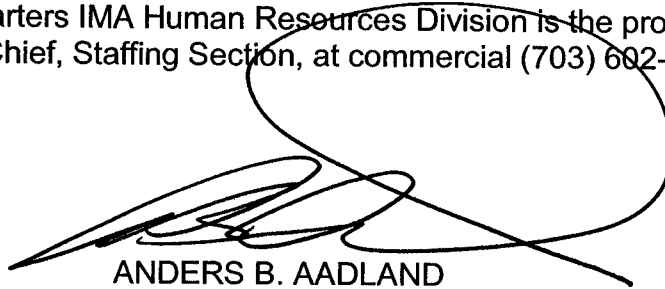
f. Actual Income/Existing Pay. When determining whether a candidate would forfeit income as a result of accepting Federal employment, the request must be based on consideration of the actual income from the candidate's present position and any current firm, written offers of other employment or salary increase. Candidates who are leaving their current employment (for example, retiring from military service or whose employer is going out of business) would not earn any income from that employment.

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Income received on less than a full-time basis is not to be annualized as if received on a full-time basis. The request must not consider income that would either cease or continue independent of whether the candidate accepted the Federal position.

6. PROPONENT. The Headquarters IMA Human Resources Division is the proponent for this IMA policy. POC is the Chief, Staffing Section, at commercial (703) 602-3319, DSN 332-3319.

A handwritten signature in black ink, consisting of a series of loops and strokes, positioned above the printed name and title.

ANDERS B. AADLAND  
Major General, GS  
Director